

## TABLE OF CONTENTS

	Page
I. <b>FOREWORD</b>	7
II. <b>Summary of New Employee Orientation Products</b>	7
III. <b>Phase I - In-Processing Orientation</b>	13
A.   Index of Topics	
B.   General Instructions	14
C.   Scope of Orientation Topics	
1.   Oath of Office	
2.   Code of Ethics	
3.   Appointment Information	
4.   Probation/Trial Period	
5.   Federal Retirement/Social Security coverage	15
6.   Salary/wage Information	
7.   Worker's Compensation	
8.   Group Life Insurance Program	
9.   Health Benefits Program	16
10.   Time In Grade/Promotion Restrictions	
11.   Pay Increases	
12.   Leave Accrual	
13.   Identification Badge	
14.   Vehicle Registration	

	19. Official Personnel Folder	18
IV.	<b>PHASE II</b> - Job Site Orientation	19
	A. Index of Topics	
	B. General Instructions	
	C. Scope of orientation Topics	19
	1. Place in the Organization	
	2. Sources of Information	
	3. Work-site Introductions	30
	4. Employee Union/Union Steward	
	5. Building Regulations	
	6. Location of Facilities	
	7. Job Duties	
	8. Job Description	
	9. Standards of Performance	21
	10. Performance Appraisal	
	11. Training	
	12. Tools and Equipment	
	13. Details/Loaned Labor	
	14. Use of Telephone	
	15. Hours of Work	
	16. Tour of Duty	

21.	Employee Record Card (SF 7-B)	22
22.	Safe Work Practices	
23.	Environmental/Pollution Control	
24.	On-Job Injury/Illness	
25.	Command Information	
26.	Job Vacancies	

#### V. PHASE III Group Orientation - Employment Information

A.	Index of Topics	23
B.	General Instructions	
C.	Scope of Orientation Topics	
1.	Command Familiarization	
a.	History and Mission	
b.	Command Relationships	
c.	Community Relations and Goals	
d.	Orientation Video	
2.	Protocol	
a.	Respect for the Flag	27
b.	Military Ceremonies	
c.	Insignias of Military Rank	
3.	Employee Conduct	
a.	Standards of Conduct	
b.	Conflict of Interest	

g.	Alcohol and Drug Abuse	
h.	Sexual Harassment	
1.	Courteous Conduct	
4.	Discipline	
a.	Disciplinary and Adverse. Actions	
b.	Due Process Requirements	
5.	Employee Protections	
a.	Grievance and Appeal System	29
b.	EEO Complaint System	
c.	IG Complaint System	
d.	Privacy Act	
6.	Employee Benefits	
a.	Retirement Systems	30
b.	Group Life Insurance	
c.	Group Health Benefits	31
d.	Government Contributions	
e.	Leave Entitlements	
f.	Holidays	32
7.	Employment Program	
a.	Types of Appointment	32

g.	Military Spouse Preference	
h.	Emergency Essential Positions	
1.	Affirmative Action	34
8.	Career Development	
a .	Self-Development	
b.	Individual Development Plans	
c.	Career Programs	
d.	Career Counseling	
9.	Performance Incentives	
a.	Within-Grade Increases	35
b.	Performance Awards	
c.	Suggestion Awards	
10.	Employment Cutbacks	
a.	Reduction In Force	
b.	Displaced Employee Assistance	
11.	Safety and Security	
a.	Relationship to Military Police/Security Guards	
b.	Crime Prevention	
c.	Safeguarding Defense Information	36
d.	Traffic Control	

b.	Post-Attack Mobilization	37
13.	Employee Services	
a.	Personnel Office	
b.	EEO Office	
c.	Banks and Credit Union	
d.	Recreation Services	
e.	Crisis Intervention	
f.	Command Access Policy	37

## FOREWORD

1. The material in this guide provides an outline and summary of the content of orientation programs for newly hired, transferred, re-employed, and reinstated civilian employees. This information should be used as a guide in reviewing and improving the content of such programs. Civilian Personnel Advisory Centers are encouraged to augment the content outlined herein with additional material appropriate to local circumstances, bearing in mind the precaution to avoid "information overload" of the newly assigned employee.

2. Orientation topics are coded to show the suggested categories of employees for which they are appropriate. These distinctions are made because some employees, such as transferees or rehires, already possess much of the covered knowledge. However, all new employees should receive some orientation. Every topic should at least be mentioned to every individual to determine specific information needs. When presented in printed form such as brochures, materials should be distributed to everyone. Where written material is used to supplement oral presentations, care should be taken to make it consistent with the reading comprehension level of the employees concerned.

3. The audience codes are as follows:

- a. Code 1. Newly hired, first-time Federal employees.
- b. Code 2. Transferees or reinstatements from Federal employment other than Army.
- c. Code 3. Rehired or reinstated former employees and transferees from other Army activities.

4. The recommended orientation program has three phases:

a. Phase I. This is the in-processing activity and necessary exchange of information that must take place during initial induction of new employees. Dissemination of required information may rely heavily on forms, brochures, and other forms of preprinted information. The scope need be only that information essential for completing the employment contract, establishing records, aiding employee decisions over benefits coverage, and placing the employee in the job.

b. Phase II. This is the orientation to the job site and introduction to the work, work setting, and rules, procedures and goals of the unit. Subjects, in addition to personnel rules, include safety, security and other matters affecting the unit's efficiency and productivity. This orientation should be handled by the work unit supervisor and/or a substitute designated by the

c. Phase III. This formal, organized presentation of Department of the Army employment policy includes sufficient detail to satisfy normal concerns, ensure adjustment to the employment environment, and provide a basis for employee career planning. The common values, ethics, leadership responsibilities, commitments and the common oath that Army civilians share with their military counterparts should be stressed. This phase should be organized and facilitated by the Civilian Personnel Advisory Center with assistance from appropriate staff offices. The manner of presentation, including the timing and choice of media and format, are matters for local determination subject only to proper coverage. Mixed media presentations are commonly used, featuring lecture, question and answer, film and other audiovisual media, prepared brochures such as the OPM "Fed Facts" series, and other printed handouts. The order of presentation of the various topics will, of course, be influenced by the briefing methods and materials selected.

5. Most of the material in this guide applies equally to Senior Executive Service (SES) members and non-SES members. However, the SES has its own rules regarding some aspects of employment, e.g., pay, leave accrual, performance incentives. Individuals conducting the orientation should be aware of the differences in the personnel systems and include appropriate coverage of each topic.



## NEW EMPLOYEE ORIENTATION PROGRAM

1. "YOUR OATH" BROCHURE -
  - In support of the 1987 Army Theme, The Constitution, the Deputy Chief of Staff for Personnel, DAPE-MPH-L, developed this brochure for all new soldiers and Army civilians.
  - Highlighting the pledge to support and defend the Constitution of the United States, the brochure links the Oath of Office for Army Officers and Civilians, and the Oath of Enlistment, to the Army's values: courage, commitment, candor and competence.
  - Suggested Brochure Use
    - Each new employee will receive a copy of the brochure before or shortly after taking the Oath of Office.
  - Brochure Distribution
    - Enlisted Reception Stations, Cadet Commands, US Military Academy, West Point, Officer Candidate Schools and Civilian Personnel Offices received copies of the 1987 version of this brochure.
  - How to Order
    - To receive a year's supply, write to U.S. Army Publications Distribution Center  
2800 Eastern Boulevard Baltimore, MD 21220 ORDER #  
U.S. GPO: 1987 193-938 DSN 584-2740
2. ORIENTATION TAPE
  - The Total Army Personnel Command, (TAPC), developed the new employee orientation video tape, "The Total Army-Civilian Component" Emphasizing civilian support of the military, this tape provides Army's mission and history and describes the many career opportunities for civilians.
  - Suggested Tape Use
    - The tape is to be used to open formal employee orientations. A Leaders Guide is attached as End 2. Note evaluation form {optional} which is intended to provide employee feedback to you
  - Tape Distribution
    - The video tape has been shipped to

3. NEW EMPLOYEE  
ORIENTATION GUIDE

-TAPC developed the New Employee Orientation Guide which outline and summarizes topics for newly hired, transferred, re-employed and reinstated employees.

-The guide has three phases:  
In-processing activity, job site orientation, and DA employment policy.

-The guide may be supplemented or tailored to meet installation activity needs.

4. COMPANION "(TOTAL  
ARMY CULTURE)" COURSE

-This course was designed to instill a sense of organizational pride and membership as part of the Total Army team. Approximately 6-1/~ hours in length, it includes lecture, discussion, demonstrations, and video tapes.

Suggested Use

-The course is to be used in conjunction with the Orientation Guide or as a stand alone.

## Total Army Civilian Component"

### Videotape

Length is approximately 17 minutes. Some material on the tape is repeated, but this is intended for emphasis.

Although most of the people are not identified, they represent a wide spectrum of new personnel and trades, occupations, and professions: welders, clerks, hospital workers, mechanics, scientists, engineers, plant workers, repairmen, supervisors, managers, and executives. The wide variety of specialties, specialists, group levels, and organizational levels lends credibility to the "corporate values" displayed in the tape.

Make arrangements with your local Visual Information Activity or local Civilian Personnel Advisory Center Training Chief for a copy of the tape "The Total Army-Civilian Component", a TV monitor, and a VHS format videocassette player (1/2").

The Bottom Line: This is an opportunity for your new employees to see and listen to what Department of the Army civilians do to support the soldiers and what opportunities are available to perform that role to the maximum extent. The employee benefits and so does the Total Army.

## CORPORATE ORIENTATION CRITIQUE

This questionnaire is designed to determine whether the purpose of the video tape was achieved and how the orientation can be improved in future productions. Your cooperation in responding to the following questions will be appreciated.

1. Did you learn the way civilians serve to assist in accomplishing the Army's mission?  
YES \_\_\_\_\_ NO \_\_\_\_\_
2. Were you made aware of the opportunities for a career as a civilian employee within Army?  
YES \_\_\_\_\_ NO \_\_\_\_\_
3. Is there additional information you will need on the values common to soldiers and civilians?  
YES \_\_\_\_\_ NO \_\_\_\_\_

If yes, please note what you would like to see here.

4. Did you understand your role as a civilian in Army before viewing the videotape?  
YES \_\_\_\_\_ NO \_\_\_\_\_
5. Do you now understand the role civilians play in supporting the soldier to advance Army's mission?  
YES \_\_\_\_\_ NO \_\_\_\_\_
6. Can you suggest how future versions of this video tape can help improve your understanding of your role as a member of the total Army team?

## PHASE I

### In-Processing Orientation

<u>INDEX OF TOPICS</u>		<u>*AUDIENCE CODE</u>			<u>REFERENCES</u>
		<u>1</u>	<u>2</u>	<u>3</u>	
1.	Oath of Office	x	x		FPM 296-33, para 55-2.6
2.	Code of Ethics	x			41 CFR Part 101-20
3.	Appointment Information	x	x		FPM Supp 296-33
4.	Probation/Trial Period	x	x	x	FPM Chap 315
5.	Federal Retirement/Social Security Coverage	x	x	x	FPM Supp 831-1; 832-1; 830-1
6.	Salary/wage Information	x	x	x	AR 690-500, Chap 501
7.	Worker's Compensation	x	x	x	FPM Chap 810
8.	Group Life Insurance Program	x	x	x	FPM Supp 870-1
9.	Health Benefits Program	x	x	x	FPM Supp 890-1
10.	Time in Grade/Promotion Restrictions	x	x	x	FPM Chap 300, Subchap 6
11.	Pay Increases	x	x	x	FPM Supp 990-2, Book 531; FPM Supp 532-1
12.	Leave Accrual	x			FPM Supp 990-2, Book 630
13.	Identification Badge	x	x	x	AR 190-13
14.	Vehicle Registration	x	x	x	AR 210-4
15.	Car Pool/Commuter Information	x	x	x	AR 210-4
16.	Security Clearance	x	x	x	AR 380-67

## In-Processing Orientation

### I. General Instructions

1. As much of this phase of orientation as possible should be accomplished on the day an employee reports for work. Most of the topics<sup>1</sup> such as mandatory in-processing requirements, may not be omitted or delayed. None should be delayed beyond the second day.

2. Although these actions will be accomplished by more than one organizational element, the personnel office should be designated to coordinate them all and assure that none is overlooked. The personnel office should maintain a checkoff sheet and follow-up system for all actions concerned with orientation and in-processing.

### II. Scope of Orientation topics

Minimum recommended orientation topics are as follows:

1. Oath of Office. This should be a serious, dignified activity in a proper setting.

2. Code of Ethics. The code of ethics should be read and acknowledged by the employee's signature in the presence of the person performing the in-processing.

3. Appointment Information. The processor should discuss appointment information entered on the SF 50 and ensure that the employee understands its type and limitations. If the appointment is a temporary one, its termination or not-to-exceed date will be made clear. The Possibilities and conditions of conversion to a different type appointment will be explained. If the appointment is in the excepted service, conditions and limitations will be explained.

4. Probation/Trial Period. The duration of the probationary or trial period should be explained to an employee during in-processing. The performance and retention aspects of the period should be discussed in more detail by the employee's unit supervisor. However, the following information should be given at this time.

- The purpose of a probationary or trial period
- Length of period
- The applicability of continued probation even after position change or transfer while in the probationary period.

5. Federal Retirement/Social Security Coverage. The 1983 amendments to the Social Security Act provided that persons appointed after 31 December 1983 would be subject to

b. New employees hired on or after 1 January 1984 (with no prior Federal civilian employment or a break of more than 365 days) will be covered by Social Security and the new Federal Employee Retirement System (FERS) established by Congress in 1986. The new FERS is a three tiered system of Social Security, defined pension benefits and the Thrift Savings Plans. Information on each of these features must be given to new employees.

6. Salary/wage Information. Employees need to be told the location of the payroll office and how to make an inquiry concerning pay matters. Other information will include date of first pay check, delivery options, and information on allotments and other types of payroll deductions depending in part on options exercised by the employee. The employee should be offered participation in the Payroll Savings Plan at this time and given appropriate Savings Bond literature.

7. Worker's Compensation. Basic provisions of the Worker's Compensation program will be explained and related to the necessity for prompt and accurate reporting of job-related accidents or injury. Details of accident reporting, occupational health and the like may be left for later discussion by the work supervisor; however, a copy of the Department of Labor brochure, CA-11, "When Injured at Work", should be provided.

8. Group Life Insurance Program. Entitlements to Regular and Optional life insurance should be carefully explained along with rules for designation of beneficiary. The 30-day time limit for decision to participate in the program will be made clear. Employees who decline life insurance coverage will certify on SF 2817. Employees who do not decline life insurance coverage will be given the SF 2817A program certificate. Employees who are not eligible to elect FEGLI will be told the reason for ineligibility.

9. Health Benefits Program. As a minimum, employees should be given the premium rate brochure and summary sheets covering the features of the Government-wide health benefits plans and any Health Maintenance Organization (HMO). Again, the 30-day time limit on selecting a health benefits plan should be made clear. Employees who are not eligible to participate will be told why they are not eligible.

10. Time-In-Grade/Promotion Restrictions. Briefers should be prepared to explain time-in-grade restrictions, as well as their purpose (to prevent excessively rapid promotions), should employees ask questions about such matters. The three month waiting period after competitive appointment during which promotion is not permitted, should be pointed out (FPM Chap 330, Subchapter 5).

11. Pay Increases. General pay increases applicable to an employee's pay system may need to be explained. If so, explain waiting periods and the requirement for performing at an acceptable level of competence in order to receive a within-grade increase.

12. Leave Accrual. Minimum coverage of leave topics should include:

13. Identification Badge. Employee will be photographed, fingerprinted, etc., and the badge issuing authority will explain rules of wear, care, and protection of badges, as well as loss reporting procedures.

14. Vehicle Registration. Employees who announce an intention to commute to work in private automobiles will be directed to the activity responsible for vehicle registration. This item should be part of any in-processing checkoff sheet.

15. Car-pool/Commuter Information. New employees should be encouraged in the use of carpools or public transportation. The source of route and fare information schedules of public transportation should be provided. Employees should be given carpool information, including how to go about obtaining or offering a ride.

16. Security Clearance. The security clearance appropriate to the position occupied will be verified, initiated, or updated as appropriate.

17. Union Membership. Employees of activities represented by a union should be told of their right to join or refrain from joining the union; acquainted with dues checkoff procedures where applicable, and handed union literature or a copy of the agreement where there is in effect a negotiated procedure for doing so.

18. Available Community Services. Information should be furnished as needed on housing, schools, and community and family services (e.g., child day care centers) that may ease family-related problems of employment.

19. Official Personnel Folder. The development, maintenance, retention, safeguarding, reviewing and updating of employee records will be explained to new employees. The accumulation of an employment record will be explained to new employees, who will be encouraged to maintain their own duplicate records. procedures for reviewing or updating the OPF will be outlined.



## PHASE II

### Job Site Orientation

<u>INDEX OF TOPICS</u>		<u>*AUDIENCE CODE</u>			<u>REFERENCES</u>
		<u>1</u>	<u>2</u>	<u>3</u>	
1.	Place in the Organization	x	x	x	
2.	Sources of Information	x	x	x	
3.	Work Site Introductions	x	x	x	
4.	Employee Union/Union Steward	x	x	x	Local Agreement
5.	Building Regulations	x	x	x	
6.	Location of Facilities	x	x	x	
7.	Job Duties	x	x	x	
8.	Job Description	x	x	x	AR 690-500, Chap 501
9.	Standards of Performance	x	x	x	FPM Chap 430; AR 690-400, Chap 430
10.	Performance Appraisal	x	x	x	FPM Chap 430; AR 690-400, Chap 430
11.	Training	x	x	x	FPM Chap 410
12.	Tools and Equipment	x	x	x	
13.	Details/Temporary assignment	x	x	x	FPM Chap 300, Subchap 8
14.	Use of Telephone	x	x	x	
15.	Hours of Work	x	x	x	FPM Supp 990-2, Bk 610
16.	Tour of Duty	x	x	x	FPM Supp 990-2, Bk 610

19.	Criteria for Excused Absence	x	x	x	FPM Supp 990-2, Bk 630
20.	Conduct and Disciplin	x	x	x	FPM Chap 751; AR 690-700, Chap 751
21.	Employee Record Card (SF 7-b)	x	x	x	FPM Supp 293-31; FPM Chap 296
22.	Safe Work Practices	x	x	x	AR 385-10
23.	Environmental/pollution Control	x	x	x	AR 200-1
24.	On-Job Injury/Illness	x	x	x	FPM Chap \$10
25.	Command Information	x	x	x	AR 360-81
26.	Job Vacancies	x	x	x	AR 690-300, Chap 335

## Job Site Orientation

### I. General Instructions.

1. This phase of orientation should be accomplished within the first week on the job. The supervisor of the work unit should give it his/her personal attention. As an alternative, a knowledgeable member of the work unit may be assigned as sponsor for a week to help integrate the new member into the work unit. In addition, an orientation to the specific mission (i.e., tank ride, weapon firing, tour, etc.) should be given to stimulate appreciation, commitment and motivation.

2. The supervisor should not slight job induction activities. It has been established that the manner in which a new employee is inducted into the work place is of great importance to job satisfaction and subsequent work contribution. An employee poorly oriented and assimilated will usually lack confidence and may experience negative feelings that lead to formation of defensive behavior and poor work habits. For this reason, it is of great importance that the supervisor personally put the employee at ease while, at the same time, letting him/her know precisely what will be expected in the way of work habits and performance. As a minimum, discussions concerning performance, attendance and conduct, access to and working relationship with the supervisor should be handled by the supervisor personally.

3. While it is important that the orientation be timely, the supervisor should keep in mind the problem of information overload for the new member. Time, patience, followup, and feedback are all essential ingredients of effective employee orientation.

### II. Scope of Orientation topics. Orientation topics are as follows:

1. Place in the Organization. The place of the work unit in the organization should be made plain, preferably with the use of an organization chart. The employee should be able to locate his/her work station within the work unit, adjacent units, and the activity as a whole. Understanding the goal of the organization and how the work unit contributes and supports the end product usually improves the work.

2. Sources of Information. There should be no doubt in the employee's mind about sources of help and instruction. Those in the unit authorized to assign tasks, answer questions, or lead in any aspect of the employee's work experience should be identified and introduced. The supervisor himself/herself should make clear the relationships between himself, the new member, and all those who will assume prominence in the member's work life.

3. Work-site Introductions. The new member should be introduced to co-workers and told

5. Building Regulations. Physical features, emergency procedures, evacuation routes, location of fire extinguishers, security considerations, and all other rules and procedures pertaining to the workplace should be pointed out and feedback obtained indicating the employee's understanding. Where appropriate, a guided tour should be conducted.

6. Location of Facilities. Matters pertaining to the employee's personal needs include location of restrooms, lunch or break rooms, restaurant facilities, water fountains, smoking areas, etc. The most convenient access to the worksite should be pointed out, to include the nearest bus stop, or availability of rides with co-workers. It is a nice gesture to accompany/escort new members on lunch and work breaks for at least the first day.

7. Job Duties. Perhaps the most important aspect of any new employee orientation is introduction to work tasks. It should not be assumed that because persons have been adjudged qualified for the work they will immediately know how to do it. The principles of good job coaching are of great importance here. To the extent possible, the work should be described to the employee, then demonstrated while repeating the description. Then the employee should be closely supervised while doing it and, finally, asked to explain what was done and why. This process should be repeated until the employee shows adequate understanding of all aspects of the work assigned. If the work produced is of a complex nature, frequent in-process reviews and appropriate feedback are in order during the break-in period. There is never as good a time as the first time to teach correct work habits and encourage productivity and quality output. Not only the employee's own tasks, but the relationship of the tasks to interdependent tasks performed by others should be made clear.

8. Job Description. Discussion of the job description should be tied to the discussion of job duties and relationships. Additionally, however, it should be presented as the basis for grade and pay determination, position control in the unit, and in developing a standard by which employee performance will be measured/evaluated. The employee should understand that significant changes in duties not tied to reassignment or detail require revision of the position description.

9. Performance Standards. Performance standards will be in writing, and will encompass all major job elements, with emphasis on critical elements so identified. These should be carefully explained to the employee, along with procedures to be followed to request a review of a formal rating.

10. Performance Appraisal. Discussion of the performance appraisal process should make clear not only the rating level definitions but how the supervisor will support the employee's performance needs. The supervisor should establish effective performance counseling, from the beginning.

11. Training. The determination of training needs through the performance appraisal process should be explained to the employee along with the Individual Development Plan (IDP) concept. The employee's basic responsibility for self-development should be introduced, together with a recounting of activity support, such as career counseling and tuition support for job-related self-development activity.

14. Use of Telephone. Rules for the private use of the telephone, if given early, may avoid later problems. Employees need to know these in order to make family or other arrangements necessary to comply with the rules.

15. Hours of Work. Discussion of work tours should include instructions concerning promptness and use of lunch and break periods. This discussion is particularly important where flexihours are in effect.

16. Tour of Duty. If the work week is other than Monday -Friday, treatment of holidays and days off should be explained. If shift work is anticipated, pay differentials and other matters such as parking problems or transportation should be discussed. Where there is a Possibility of flexibility in tour assignment, the employee's personal and family needs should be given consideration.

17. Overtime/Compensatory Time. Points to be covered are:

- Policy for rotating or otherwise assigning overtime work.
- Estimated occurrences of overtime to be expected.
- Employee entitlement to overtime pay or compensatory time off, and procedures and time limits for taking the time.
- The employee's options, if any, for working overtime and for choosing between pay and compensatory time.
- Voluntary overtime under FLSA: exempt and nonexempt employees.
- Prohibition on use of compensatory time in lieu of pay for federal wage system employees.
- Compensatory time in lieu of pay for regularly scheduled overtime.

18. Leave Approval Procedures. It is recommended that the orientation on leave and attendance be handled by the supervisor -not an assistant and not the personnel office. Coverage of the various types of leave may have been accomplished by a handout, or other means; however, the supervisor's expectations concerning the use of sick and emergency annual leave should be a matter for face-to-face discussion. It is important that employees understand the requirements for approval of leave and the source of approval authority. The following points should be covered as a minimum:

- Accrual rates

19. Criteria for Excused Absence. Discussion of the provisions of the local regulation on excused absences from the work-site.

20. Conduct and Discipline. It is recommended that employee conduct be among subjects personally handled by the supervisor. This subject should be positively presented, with the supervisor's attitude reflecting Army policy that administration of discipline is for corrective rather than punitive purposes. While anyone can review or hand out the Table of Penalties, it is the supervisor who can credibly relate these to the work situation and to his or her own policies. The employee should see these sanctions as tools of the supervisor, not the personnel office.

21. Employee Record Card. The content and purpose of the SF7-B card maintained by the supervisor should be explained.

22. Safe Work Practices. This topic should be an integral part of the job orientation process but should also be expanded to include relevant safety factors beyond the scope of mere job tasks, e.g., hazards from moving vehicles, office safety, etc. Content of this briefing should be coordinated with activity safety officials.

23. Environmental/pollution Control. Related to 22, above.

24. On-Job Injury/Illness. This orientation should include:

- Location of Dispensary/Health Clinic/Hospital
- Health services available to civilian workers
- Policy covering dispensary visits
- Mandatory check-in (consistent with the nature of injury and capability of medical facility) and check-out policies when leaving work due to incapacitation
- Accident reporting forms and procedures
- First aid procedures
- Occupational health considerations related to the work place

25. Command Information. New employees need to know how information is disseminated in the work place. Typical topics for coverage are employee meetings, circulation of written information, public address system announcements, and location of bulletin boards. The content and use of bulletin boards will be covered along with the employee's responsibilities for keeping informed. The supervisor's

## PHASE III

### Group orientation - Employment Information

<b><u>INDEX OF TOPICS</u></b>		<b><u>*AUDIENCE CODE</u></b>			<b><u>REFERENCES</u></b>
		<b><u>1</u></b>	<b><u>2</u></b>	<b><u>3</u></b>	
1.	Command Familiarization				
	a. History and Mission	x	x	x	AR 870-5
	b. Command Relationships	x	x	x	AR 10-5
	c. Community Relations and Goals	x	x	x	AR 360-61
	d. Orientation Video	x	x	x	
2.	Protocol				
	a. Respect For the Flag	x	x		
	b. Military Ceremonies	x	x		
	c. Insignias of Military Rank	x	x		AR 670-1
3.	Employee Conduct				
	a. Standards of Conduct	x	x.	x	AR 600-50
	b. Conflict of Interest	x	x	x	AR 600-50
	c. Gifts and Canvassing	x	x	x	AR 1-100
	d. Political Activities	x			FPM Chap 733
	e. Personal Debts	x			FPM Chap 735; AR 600-50
	f. Union Activities	x	x	x	FPM Chap 711; AR 690-700, Chap 711

4.	Discipline				
a.	Disciplinary and Adverse Actions	x			FPM Chaps 751, 752 AR 690-700, Chaps 751, 752
b.	Due Process Requirements	x			FPM Chap 752
5.	Employee Protections				
a.	Grievance and Appeal System	x	x		AR 690-700, Chap 771
b.	EEO Complaint System	x	x		AR 690-600
c.	IG Complaint System	x	x		AR 20-1
d.	Privacy Act	x			AR 340-21
6.	Employee Benefits				
a.	Retirement Systems	x	x	x	FPM Supp 831-1; FPM Supp 830-1 FPM Supp832-1
b.	Group Life Insurance	x	x	x	FPM Supp 870-1
c.	Group Health Insurance	x	x	x	FPM Supp 890-1
d.	Government Contributions	x			
e.	Leave Entitlements	x			FPM Supp 990-2, Bk 630
f.	Holidays	x			FPM Supp 990-2, Bk 610
7.	Employment Program				
a.	Types of Appointment	x			AR 690-13 FPM Chap 213, 316, 340
b.	Competitive Placement	x			FPM Chap 220



e.	In-Service Placement	x	x	x	AR 690-300, Chap 335;
	Local Merit Promotion Procedures				
f.	Executive Order Eligibility	x	x	x	FPM Chap. 315, AR 690-300, Chap 301
g.	Military Spouse Preference	x	x	x	DODI.1404.12 and DOD Manual 1400.20-1-H, Appendix I
h.	Emergency Essential Positions	x	x	x	AR 690-11
i.	Affirmative Action	x	x	x	FPM Chap 720
8.	Career Development				
a.	Self-Development	x	x	x	AR 690-400, Chap 410
b.	Individual Development Plans	x	x	x	FPM Chap 430
c.	Career Programs	x	x	x	AR 690-950, DOD Manual 5000.52
d.	Career Counseling	x	x	x	
9.	Performance Incentives				
a.	Within-grade Increases	x			FPM Supp 990- 2, Book 531, Subchap 54
b.	Performance Awards	x	x		AR 672-20;

b.	Displaced Employee Assistance	x	x		DOD 1400.20-1-H, FPM Chap 330 FPM 351-1, Subchap S9
11.	Safety and Security				
a.	Relationship to Military Police/Security Guards	x	x	x	AR 190-14
b.	Crime Prevention	x	x	x	AR 190-13,- 22, 380-49
c.	Safeguarding Defense Information	x	x	x	AR 380-5
d.	Traffic Control	x	x	x	AR 190-5, 210-4
e.	Safety Program	x	x	x	AR 385-10, 385-55
f.	Fire Prevention Program	x	x	x	
g.	Occupational Health/ Preventive Medicine	x	x	x	AR 40-5, 40-45 FPM Chap 792
12.	Contingencies				
a.	Riots/Civil Disturbances	x	x	x	AR 190-52
b.	Post-Attack Mobilization	x	x	x	AR 690-11
13.	Employee Services				
a.	Personnel Office	x	x	x	DA Pam 690-37
b.	EEO Office	x	x	x	FPM Chap 713
c.	Banks and Credit Union	x	x	x	AR 210-135
d.	Recreation Services	x	x	x	AR 215-1

## Group Orientation - Employment Information

### I. General Instructions

1. The Federal Labor Relations Authority has ruled that a representative of the union is entitled to be present at formal new employee orientations that include employees of the bargaining unit. In the absence of more explicit guidance, we believe that this ruling applies to the third, or formal, phase of the orientation program. Representatives of recognized unions should thus be extended an invitation/authorization to attend this phase of the orientation.

2. This phase should be coordinated by the personnel office, although other staff should participate (e.g., safety officer, EEO officer, fire marshal, etc.).

3. The orientation should be organized and spaced to avoid giving too much information in too short a period. At the same time, it should, if possible, be completed within the first 30 days on the job.

### II. Scope of Orientation topics

#### 1. Command Familiarization

a. History and Mission. The history, background and evolution of organization mission, command identity, etc., help employees identify with and develop pride in the organization.

b. Command Relationships. Another step of assimilation is achieved through understanding the place of the activity in the larger organization of the command and the Army.

c. Community Relations and Goals. To help employees identify with the activity as a participating member of the local community, it is useful to present the activity in its community and civic relationships and as an employer, giving size of the work force, payroll, etc.

d. Orientation Video. Headquarters, Department of the Army has developed and distributed a video tape presentation to each operating Civilian Personnel Office for use in Phase II orientations. This 16-minute video deals with the Army's corporate culture, the role of civilians in the Army, and military-civilian relationships.

#### 2. Protocol

c. Insignias of Military Rank. This information is covered in a companion "Total Army Culture" module.

### 3. Employee Conduct

a. Standards of Conduct. The high standard of integrity required in public sector employment and expected of Department of Army civilians, is specifically outlined in the following areas.

b. Conflict of Interest. Army civilian employees should place loyalty to country, ethical principles, and law above private gain. Chapter 2, AR 600-50 covers situations which may result in conflicts of interest, including affiliations and financial interests, use of official position or inside information, especially in employment or procurement situations. Employees will be made aware of prohibitions contained in this section.

c. Gifts and Canvassing. Canvassing on federal property is prohibited. Federal employees are prohibited by law from soliciting or giving contributions for a gift for any supervisor, and supervisors are precluded from accepting gifts as contributions from employees receiving less salary than themselves. Excluded are voluntary gifts of nominal value in connection with special occasions/observances such as promotions or retirements.

d. Political Activities. Army civilian employees have the right to vote, to contribute, and express political opinion on all political subjects and candidates. They may not take certain active roles in political fund raising and partisan political activities, as set forth in FPM Chap 733.

e. Personal Debts. Army civilian employees are expected to pay their just debts and financial obligations in a timely manner, so that their indebtedness does not adversely reflect on the government as their employer. Employees should be informed of the provisions of AR 690-700 Chapter 735.E, that apply to debt collection activities.

f. Union Activities. Every employee has a right to join a labor union. However, some may not participate in any form of union management or representation and are excluded from membership in a bargaining unit. It is necessary to define these categories. Employees not excluded from a bargaining unit regardless of whether they are or are not members of the union, have an absolute right to representation by the union. Statements of opinion about the merits of union membership must be avoided by supervisors and managers.

g. Alcohol and Drug Abuse. Federal statutes require federal agencies to provide alcohol and other drug abuse services to employees. A limited number of critical jobs in the Army require drug testing as a condition of employment and should be addressed if applicable. The Department of Army Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) applies to both military and

h. Sexual Harassment. Sexual harassment is demoralizing and counterproductive behavior which has no place in Army employment. Employees should be acquainted with the Army anti-sexual harassment policy and informed of the protections/recourses available to harassment victims. A copy of the most recent edition of the official policy memorandum of the Secretary of the Army should be handed out.

i. Courteous Conduct. Standards of courtesy and cooperation with military co-workers, other organizational elements, and those outside the activity to include the general public, should be spelled out.

#### 4. Discipline

a. Disciplinary Adverse Actions. Employees should be told the difference between adverse actions for cause and other adverse actions that might be made necessary by employment conditions. They should also have a general idea of the effect of various actions on their performance record (e.g., the length of time a letter of reprimand remains in the Official Personnel Folder).

b. Due Process Requirements. Safeguards against arbitrary applications of disciplinary or adverse action should be explained and employees made aware of their rights to notification, reply and a notice of decision in any disciplinary or adverse action.

#### 5. Employee Protections

a. Grievance and Appeal System. Discussion of right to grieve and appeal should address:

- Right to seek assistance from management employee relations and/or union to resolve a complaint without retaliation

- Right to representation, where applicable.

b. EEO Complaint System. Employees will be instructed on:

- Access to EEO counselors,

- EEO complaint processing procedures and time limits,

- Right to complaint investigation or redress without the threat of coercion or retribution.

c. IG Complaint System. Employees will be informed of the types of complaints that the IG will accept for investigation.

1. For employees hired prior to 1 Jan 84, or reinstated after a break in service of less than 366 consecutive days (FPM Supplement 831-1).
  - Eligibility for annuity (age-service formulas)
  - Deductions, contributions and deposits
  - Disability retirement
  - Survivor annuity and Spouse Equity Act of 1984
  - Crediting military service (deposit for post-1956)
  - Refunds
  - Medicare deduction/coverage at age 65
2. For new employees or former Federal civilian employees reinstated after a break in service of more than 365 consecutive days (FPM 831-1, 832, 841, 842, 843).
  - Pay full FICA (Social Security) tax (7.15% of minimum Social Security base salary - includes 1.45% Medicare Hospital per cent indexing and of base salary).
  - Federal Employee Retirement System (three-tiered system established under 5 USC Chap 84; FPM 841. Provide employee a copy of the current FERS brochure outlining benefits and coverage).
    - Tier I - Social Security (entitlements and benefits)
      - Retirement benefits
      - Survivor Protection
      - Disability Protection
      - Medicare
    - Tier II - Basic pension plan
    - Tier III - Thrift Savings Plan (TSP) (provide employees a copy of the most recent Thrift Savings Plan open season brochure). Normally, new employees are not eligible to participate in

- Standard Optional Life Insurance
- Additional Optional Life Insurance
- Family Optional Life Insurance
- Waiver of FEGLI
- Can transfer FEGLI upon retirement

include: c. Group Health Benefits. Instructions on Federal Employee Health Benefits should

- Types of HB plans:
  - Service Benefit Plans
  - Indemnity Benefit Plans
  - Comprehensive Medical Plans
  - Employee Organization Sponsored Plans
- Annual Open Season enrollment opportunities
- Change in family status
- Transfer of enrollment upon retirement.
- Survivor benefits under Spouse Equity Act.

d. Government Contributions (Fringe Benefits). New employees should be made aware of the value of the fringe benefits furnished in addition to their salary; e.g.,

- Insurance contributions,
- Retirement contributions,
- Severance pay.

e. Leave Entitlements. A general discussion of leave entitlements should not take the

- Crediting of unused sick leave toward retirement,
- Activity sick leave usage goals.

f. Holidays. Authorized holidays should be identified and the treatment of holidays for irregular tours of overtime work explained.

## 7. Employment Program

a. Types of Appointment. Employees should be able to compare their employment status with that of others and understand the basis for differences.

- Definitions of types of appointments,
- Excepted appointment authorities in use at the activity,
- Relationship of appointment to tenure,
- Reinstatement eligibility.

b. Competitive Placement Principle. The merit basis of competitive job placement should be explained and, at the same time, harmonized with other methods of filling jobs, i.e., fulfillment of various employment obligations such as reinstatement or reemployment on a non-competitive basis.

c. Equal Employment opportunity. Employees will be introduced to the Command policy of non-discrimination for employees and job applicants. Prohibited discriminatory factors (race, sex, etc.) should be discussed. Special emphasis programs should also be discussed.

d. Position Management and Classification. Employees should be helped to understand the central role of the position description in their employment and its connection with their work and pay, to include:

- OPM job grading standards as a basis,
- Relationship to assignment of work in the work unit,
- Relationship to job title, grade, and pay,
- Relationship to job qualifications standards,
- Major pay systems (GS, GM, WG),



e. In-Service Placement. Procedures for job changes within the activity and/or other activities in a common competitive area should be briefly explained, to include:

- Merit promotion,
- Non-competitive reassignment,
- Competitive reassignment,
- Upward mobility placements,
- Applicable grade/pay retention principles,
- Form and procedures for applying for internal job vacancies.

f. Executive Order (EO) Eligibility. EO 12721 establishes the authority for family members to be non-competitively appointed into the competitive service in the U.S. in positions for which they qualify, provided they meet all specified requirements, to include the following:

- Are U.S. citizens (or owe allegiance).
- Have worked 52 weeks in an appropriated fund position (local hire appointment) overseas, and received a fully successful or better performance rating.
- Are a family member of an appropriate sponsor who was assigned overseas during the 52 weeks, and accompanied the sponsor to the new assignment.
- Are appointed prior to January 1, 1994 or within three years of returning to the U.S. Family members who meet all appointment criteria may apply for employment directly to any Federal personnel office in the U.S.

g. Military Spouse Preference. Information on military spouse preference should include the following:

- The Military Family Act of 1985, as amended, requires that hiring preference be provided to spouses of members of the Armed Forces for GS-1 through GS-15 (or equivalent) appropriated fund vacancies in DOD if they are among the best qualified candidates. This preference becomes operational upon the military member's relocation and is applicable within the commuting area of the new permanent duty location. It applies only to initial employment and terminates upon acceptance or declination of any appropriated fund (APF) or nonappropriated fund (NAF) continuing position, i.e., a position expected to continue for one year or longer. Registration through the DOD Priority Placement Program (PPP) is the

- An EE position is a civilian position located overseas, or one that would be transferred overseas during a crisis situation. The position is required for the success of combat operations, or to support combat essential systems subsequent to a mobilization or an evacuation order. The position cannot be converted to a military position because it requires uninterrupted performance to provide immediate and continuing support for combat operations. It is DA policy to limit EE civilian positions to only those positions specifically required to insure the success of combat operations.

- An EE employee is a direct hire U.S. citizen employee who is paid from appropriated funds and who occupies an EE position. Prior to accepting an EE position, the selectee must sign an agreement to perform the duties of the EE position for up to 18 months unless relieved sooner by proper authority.

- i. **Affirmative Action.** Information elements of the affirmative action program should include:

- Affirmative recruitment program,
- Upward mobility program,
- Self-development program.

8. Career Development.

- a. Self-Development. Self-development efforts should be covered to include encouraging employees to continue education and acquisition of knowledge through formal classroom training and participation in professional conferences and workshops. Employees should be made aware of support policies such as tuition assistance and/or excused absences. Existing developmental resources (e.g., correspondence courses) should be pointed out.

- b. Individual Development Plans (IDP). Employees should understand the relationship of the IDP to their own performance needs and career aspirations. They should know that IDPs are to be based on career progression information and training and development prioritized and identified in accordance with Army Civilian Training Education and Development System (ACTEDS) plans. At the same time employees must realize that approval of training is a management responsibility and that attendance is subject to availability of funds.

- c. Career Programs. The career progression aspects of career management programs should be covered in detail appropriate to the audience receiving orientation. All employees should be provided information about ACTEDS plans and either given a copy of their plan or informed of where ACTEDS plans are available for review.

b. Incentive Awards. Monetary and honorary awards for superior performance should be discussed in enough detail to make their advantages clear.

c. suggestion Awards. The monetary benefits of suggestion awards should be stressed as well as their potential for contribution to economy and efficiency of operations.

10. Employment Cutbacks

a. Reduction In Force. RIF information should include a brief discussion of the following topics:

- Principle reasons for RIF
- Retention factors and employee displacements
- The major steps involved in conducting a RIF
- Identifying positions affected
- Identifying the employees affected
- Determining rights to other positions
- Outplacement assistance for employees facing separation
- Employee notification and right of appeal.

b. Displaced Employee Assistance. Army programs aimed at protecting careers should be covered, to include:

- DOD and Army Priority Placement Programs,
- Assistance for transfer to other agencies,
- Outplacement assistance,
- Furlough,
- Severance pay or retirement benefits,

b. Crime Prevention. Employees should be briefed on responsibilities for reporting criminal or suspicious activity. Theft prevention procedures and employee responsibilities should be discussed where applicable. Employees subject to vehicle or personal search should be advised.

c. Safeguarding Defense Information. A Subversion and Espionage Directed Against USA and Deliberate Security Violations (SAEDA) briefing conforming to guidelines in Chapter 10, AR 380-5, DA Information Security Program, will be given as soon as possible to all employees expected to have access to classified information. All employees will be cautioned about unauthorized disclosure of official defense information.

d. Traffic Control. Where private automobiles are parked and operated on the facility, matters of registration, safety, and traffic control will be covered.

e. Safety Program. Activities should develop safety presentations appropriate to individual missions and circumstances, with a minimum level of effort addressing traffic safety and the supervisor's work site safety orientation.

f. Fire Prevention Program. Fire prevention and protection coverage should include demonstrations where feasible, especially by activities responsible for handling/storing hazardous, explosive, or flammable materials. Safety and fire prevention officials should prescribe the content of this orientation. Minimum topics set forth here should not be used to limit the training. At least the following points should be covered:

- Classifications of fires,
- Common causes of fire,
- Specific hazards of the activity,
- Fire prevention practices,
- Types and operation of extinguishers in use,
- Fire services available.

g. Occupational Health/Preventive Medicine. Coverage should include location and hours of the employee health unit, services available, and instructions on what to do in case of illness or on-the-job injury. Employees should also be made aware of the Army's concern about corporate fitness, to include information about any activity corporate fitness programs, diet and exercise and their role in maintaining wellness.

b. Post-Attack Mobilization. Information should include emergency procedures, shelter locations, evacuation routes, and post-attack reporting instructions. Include, to the extent known, the employees' projected mobilization responsibilities.

### 13. Employee Services

a. Personnel Office. This topic should include an explanation of the services provided by the personnel office, contact points, and rules for visiting the office.

b. EEO Office. Coverage should be similar to that for the personnel office.

c. Banks and Credit Union. The literature of post financial institutions should be handed out.

d. Recreational Services. Any equipment, facilities and activities for recreation and crafts that are available for civilian usage should be cataloged.

e. Crisis Intervention. Employees should be made aware of any personal or family counseling, referral, or crisis intervention services available to civilian employees.

f. Command Access Policy. The commander's policy with respect to the employee's access to command and management should be stated.

This orientation package should be instrumental in communicating the common values, ethics, leadership responsibilities, commitments, and in fact, the common oath that Army civilian employees share with their military counterparts as members of the Total Army team.